

REPORT OF INVESTIGATION

CASE NUMBER: INVEST-000415

SUBJECT(S) INFO:

Name: Joseph Militello

Position: Administrative Assistant

Department: Board of Revision

SOURCE OF REFERRAL: County Employee

METHOD OF REFERRAL: Direct E-mail

INITIATED: March 8, 2012

DATE OF REPORT: May 7, 2012

ALLEGATION(S)

Joseph Militello ("Militello") is spending excessive time during regular working hours smoking and listening to the radio in a vehicle that is parked in the Huntington Park Garage ("Huntington Garage").

AUTHORITY

- Cuyahoga County Agency of Inspector General Ordinance Section 2(c):
 - o The Inspector General is hereby appointed to conduct examinations under Section 2.05 of the County Charter and shall, therefore, have all such rights and duties to investigate fraud,...abuse,...misfeasance... without interference or pressure from any other Public Official or Employee.

COMPLAINT SUMMARY

Complainant observed a white sedan (License: EXV-6933) parked on level 4 of the Huntington Garage every morning for several weeks. The male occupant was seen smoking and listening to the radio in his vehicle during regular working hours. Subsequent observation of the vehicle revealed that the occupant was Militello.

BACKGROUND

Militello was initially hired by the Cuyahoga County Auditor's Office ("Auditor's Office") on November 3, 2009. Militello was laid off by the Auditor's Office on December 24, 2010. On December 27, 2010, Militello was re-hired by the County as a Clerk for the Board of Revision (\$19.72/hour - \$41,017.60/annual). In May 2011, all employees of the Board of Revision were required to re-apply for their positions. As a result of this application process, Militello was reassigned to the position of Administrative Assistant 1 for the Board of Revision (\$17.10/hour - \$35,568.00/annual) effective September 26, 2011. Militello remains in this position.

INVESTIGATIVE SUMMARY

Identification of Subject and Initial Observation

Subsequent to receiving the request, Agency of Inspector General ("AIG") staff observed a vehicle matching the description provided by Complainant. AIG staff member Matthew Hawes ("Hawes") recognized the occupant as being an employee of the former Auditor's Office. AIG staff determined that the occupant was Militello by referring to the Employee Photo Album of the former Auditor's Office.¹

Initial surveillance by AIG staff indicated that Militello remained in his vehicle in the Huntington Garage well beyond 8:30 a.m., the normal starting time for County employees. Based on this observation, it was determined that further investigation was warranted.

Time Records Review

As an initial screen for potential timesheet fraud, payroll² and parking garage³ records from January 9, 2012 through April 13, 2012 were compared for discrepancies. Parking records reveal that Militello parks his personal vehicle in the Huntington Garage. All "garage" references in this report are referring to Huntington Garage.

The following is a detailed summary of the dates between January 9, 2012 and April 13, 2012 where a discrepancy existed between the payroll records and the garage records⁴:

<u>DATE</u>	DISCREPANCY

1/11/12 Wednesday	Militello entered the garage at 8:34 a.m. Militello exited the garage at 4:09 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.
1/17/12 Tuesday	Militello entered the garage at 8:45 a.m. Militello exited the garage 4:16 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.

¹ Relevant pages of Employee Photo Album attached as **Exhibit A**.

² Attached as **Exhibit B**.

³ Attached as **Exhibit C**.

⁴ A brief summary of all dates in 2011 where discrepancies exist is attached as **Exhibit H**.

1/18/12 Wednesday	Militello entered the garage at 8:55 a.m. Militello exited the garage at 4:32 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.
1/19/12 Thursday	Militello entered the garage at 8:37 a.m. Militello exited the garage at 3:10 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.
1/20/12 Friday	Militello entered the garage at 8:30 a.m. Militello exited the garage at 12:39 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.
1/23/12 Monday	Militello entered the garage at 8:49 a.m. Militello exited the garage at 4:24 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.
1/25/12 Wednesday	Militello entered the garage at 8:27 a.m. Militello exited the garage 3:37 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.
1/27/12 Friday	Militello entered the garage at 8:51 a.m. Militello exited the garage 4:43 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.
2/3/12 Friday	Militello entered the garage at 8:42 a.m. Militello exited the garage 3:24 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.
2/8/12 Wednesday	Militello entered the garage at 8:30 a.m. Militello exited the garage 12:39 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.
2/10/12 Friday	Militello entered the garage at 8:29 a.m. Militello exited the garage 3:30 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.
2/14/12 Tuesday	Militello entered the garage at 8:44 a.m. Militello exited the garage 4:51 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.
2/16/12 Thursday	Militello entered the garage at 8:45 a.m. Militello exited the garage 4:45 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.

2/17/12 Friday	Militello entered the garage at 8:30 a.m. Militello exited the garage 2:20 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.
2/22/12 Wednesday	Militello entered the garage at 8:34 a.m. Militello exited the garage 1:39 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.
2/28/12 Tuesday	Militello entered the garage at 8:42 a.m. Militello exited the garage 4:49 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.
2/29/12 Wednesday	Militello entered the garage at 8:44 a.m. Militello exited the garage 1:36 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.
3/2/12 Friday	Militello entered the garage at 8:24 a.m. Militello exited the garage 3:08 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.
3/9/12 Friday	Militello entered the garage at 8:40 a.m. Militello exited the garage 3:33 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.
3/12/12 Monday	Militello entered the garage at 8:25 a.m. Militello exited the garage 3:59 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.
3/15/12 Thursday	Militello entered the garage at 8:37 a.m. Militello exited the garage 3:01 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.
3/16/12 Tuesday	Militello entered the garage at 8:46 a.m. Militello exited the garage 2:09 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.
3/20/12 Monday	Militello entered the garage at 8:30 a.m. Militello exited the garage 1:15 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.
3/21/12 Thursday	Militello entered the garage at 8:28 a.m. Militello exited the garage 3:18 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.

4/4/12 Wednesday	Militello entered the garage at 8:45 a.m. Militello exited the garage 2:24 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.
4/5/12 Thursday	Militello entered the garage at 8:41 a.m. Militello exited the garage 4:39 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.
4/6/12 Friday	Militello entered the garage at 8:45 a.m. Militello exited the garage 5:02 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.
4/10/12 Tuesday	Militello entered the garage at 8:41 a.m. Militello exited the garage 4:57 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.
4/12/12 Thursday	Militello entered the garage at 8:45 a.m. Militello exited the garage 5:02 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.
4/13/12 Friday	Militello entered the garage at 8:57 a.m. Militello exited the garage 4:48 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.
4/19/12 Thursday	Militello entered the garage at 12:15 p.m. Militello exited the garage 5:24 p.m. Payroll records indicate that Militello worked continuously from 8:30 a.m. to 4:30 p.m.

In light of the significant number of discrepancies, it was determined that direct surveillance of Militello's daily behavior was warranted

Surveillance

The Agency of Inspector General conducted surveillance to document when Militello reported for the start of his shift. The following is a brief summary of the observations:

Tuesday April 3, 2012

8:30 a.m.	Start time that Militello listed on his MyHR time sheet.
8:34 a.m.	Militello observed entering the Lakeside Avenue entrance of the garage.
9:15 a.m.	Militello observed entering the Cuyahoga County Administration Building ("Administration Building").

Wednesday April 4, 2012

8:30 a.m.	Start time that Militello listed on his MyHR time sheet.
8:45 a.m.	Militello observed entering the Lakeside Avenue entrance of the garage.
9:10 a.m.	Militello observed crossing Lakeside Avenue towards the Administration Building. ⁵
2:09 p.m.	Footage from security camera verifies that Militello exited the Administration Building through the Lakeside Avenue exit. ⁶
2:24 p.m.	According to garage records, Militello exited the Lakeside Avenue entrance of the garage.
4:30 p.m.	Stop time that Militello listed on his MyHR time sheet.

Thursday April 5, 2012

8:30 a.m.	Start time that Militello listed on his MyHR time sheet.
8:39 a.m.	Militello observed entering the Lakeside Avenue entrance of the garage. ⁷
9:02 a.m.	Militello observed crossing Lakeside Avenue towards the Administration Building. ⁸

Friday April 6, 2012

8:30 a.m.	Start time that Militello listed on his MyHR time sheet.
8:44 a.m.	Militello observed entering the Lakeside Avenue entrance of the garage. ⁹
9:07 a.m.	Militello observed sitting on stone structure at corner of Lakeside Avenue entrance to the garage. ¹⁰
9:11 a.m.	Militello observed entering the Administration Building. ¹¹

⁵ See Exhibit D.
⁶ See Exhibits E and F.
⁷ See Exhibit G.
⁸ See Exhibit H.
⁹ See Exhibit I.
¹⁰ See Exhibit J.
¹¹ See Exhibit K.

Tuesday April 10, 2012

8:30 a.m. Start time that Militello listed on his MyHR time sheet. Militello observed entering the Lakeside Avenue entrance of the 8:39 a.m. garage.12 Militello observed sitting on stone structure at corner of Lakeside Avenue entrance to the garage. 13 9:11 a.m. Militello observed crossing Lakeside Avenue towards the Administration 9:13 a.m. Building. 14

Thursday April 12, 2012

8:30 a.m.	Start time that Militello listed on his MyHR time sheet.
8:43 a.m.	Militello observed entering the Lakeside Avenue entrance of the garage. 15
9:19 a.m.	Militello observed crossing Lakeside Avenue towards the Administration Building. 16

Friday April 13, 2012

8:55 a.m.	Militello observed entering the Lakeside Avenue entrance of the garage. 17
9:00 a.m.	Start time that Militello listed on his MyHR time sheet
9:19 a.m.	Militello observed walking out of the garage towards Lakeside Avenue. 18
9:26 a.m.	Militello observed entering the Administration Building.

¹² See Exhibit L.

¹³ See Exhibit M.
14 See Exhibit N.

¹⁵ See Exhibit O.

¹⁶ See Exhibit P.

¹⁷ See Exhibit Q.
18 See Exhibit R.

Friday April 25, 2012

8:49 a.m. According to garage records, Militello entered the Lakeside Avenue entrance of garage.

9:00 a.m. Start time that Militello listed on his MyHR time sheet

9:15 a.m. Militello observed crossing Lakeside Avenue towards the Administration Building.¹⁹

Friday April 26, 2012

9:00 a.m.	Start time that Militello listed on his time sheet
9:08 a.m.	Militello observed entering the Lakeside Avenue entrance of the garage.
9:31 a.m.	Militello observed walking out of the garage towards Lakeside Avenue. ²⁰
9:34 a.m.	Militello observed crossing Lakeside Avenue towards the Administration Building. ²¹

INTERVIEWS

Kathryn Maher (Deputy Administrator for Board of Revision - temporary) – 4/25/12 Kathryn Maher ("Maher") has been employed with Cuyahoga County since March 15, 1999. Maher's employment classification is Justice Affairs Manager, but she is currently "on loan" to the Board of Revision as its Deputy Administrator. Maher began her assignment with the Board of Revision in March of 2011.

Maher states that her direct supervisor Martin Murphy is on an extended leave of absence and that she is responsible for supervising the thirty-nine (39) employees of the Board of Revision. Due to her current workload, Maher finds it difficult to directly supervise the large number of employees. Additionally, the employees are allowed to flex their work times and break times as long as department services are not disrupted and providing they work the required forty (40) hour workweek.

¹⁹ See Exhibit S.

²⁰ See Exhibit T.

²¹ See Exhibit U.

Militello is an Administrative Assistant assigned to the Appeals section of the Board of Revision. His primary duties involve preparing letters responding to taxpayers that have filed appeals. His current job assignments do not require him to perform any off site work.

Maher does not usually see Militello report for work or leave for the day because his work space can not be seen from her office. At this time, Maher has no reason to believe that Militello is not reporting for work at the times reflected on his timesheet.

Karen Campbell (Human Resources Specialist) - 5/4/12

Karen Campbell ("Campbell") is the Human Resources Specialist assigned to the Fiscal Office and Board of Revision. Campbell was asked to review Militello's confidential medical file to determine whether there were any medical or other type of leave issues that would explain Militello's attendance patterns. Campbell stated that her review failed to reveal any requests for medical or other type of leave that would explain Militello's behavior.

CONCLUSION AND RECOMMENDATIONS

After a careful review of the evidence collected in this investigation, it is our opinion that there is sufficient evidence to indicate that Militello has engaged in, and is currently engaging in, a pattern of consistent egregious falsification of his timesheet and theft of County time. Militello is consistently arriving at work after his reported start time and leaving work prior to his reported end time. Militello submittal of fraudulent time sheets allowed him to receive compensation for the time he spent away from the worksite.

Accordingly, it is our recommendation that this matter be referred to the County Executive for disciplinary action up to and including termination. In addition, this matter should be referred to the County Prosecutor's Office for review for potential criminal prosecution.

In addition, the flagrant nature of Militello's time abuse raises significant questions about the adequacy of management oversight at the Board of Revision. Despite the fact that Militello was missing from work on average of several hours per week, management staff routinely approved Militello's timesheet without question. In addition, Militello received "3" ratings for every section on his 2011 performance review²³, including the "dependability" section. Militello's personnel file contains no documentation of any concern relating to his attendance.

²² Militello's payroll and garage records also revealed ten (10) days in 2012 where Militello reported eight (8) hours of work but did not enter or exit the garage. These dates, however, are not included in the AIG's findings due to a lack of evidence regarding Militello's actual whereabouts on those dates.

²³ Attached as **Exhibit V**.

In light of this, we recommend that the AIG request a 60-day response letter from the Fiscal Officer, Wade Steen, addressing his efforts to address the issues identified above.

Mark Cutright
Investigator

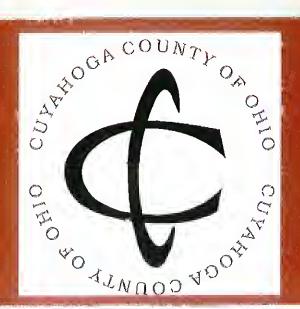
Matthew Hawes
Deputy Inspector General

Approval as to conclusions and recommendations:

Nallah K. Byrd Inspector General Date

EXHIBIT_A

Employee Photo Album



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BOARD OF REVISION







Militell, Joseph



Florio, Christopher



Lewis, Maragret



Price, Jennifer



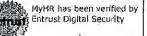
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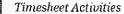
Time Sheet for: Joseph Militello - Week Ending: 1/14/2012

Amend Timesheet

Monday	1/9/2012	8,	00		0	8.00
TIME IN	TIME OUT	HOURS	TYPE		REASON/COM	MENT
08:30 AM	04:30 PM	8.00	Norma	l Work Hours		
Tuesday	1/10/2012	8.	00		0	8.00
TIME IN	TIME OUT	HOURS	TYPE		REASON/COM	MENT
08:30 AM	04:30 PM	8.00	Norma	l Work Hours	appearance of	
Wednesday	1/11/2012	8.	00		0	8.00
, TIME IN	TIME OUT	HOURS	TYPE		REASON/COM	MENT
08;30 AM	04:30 PM	8.00	Norma	l Work Hours		
Thursday	1/12/2012	0			8.00	8.00
TIME IN	TIME OUT	ŀ	OUR5	TYPE	REASON/COMME	NT
08:30 AM	04:30 PM		3,00	Vacation		
Friday .	1/13/2012	0			8.00	8.00
TIME IN	TIME OUT	ŀ	IOURS	TYPE	REASON/COMME	NT
08:30 AM	04:30 PM		9.00	Vacation		

Supervisor Comments

No Comments.





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Timesheet History Detail

Time Sheet for: Joseph Militello - Week Ending: 1/28/2012

.....Amend.Timesheet.....

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DAY	DATE	H	OURS WORKED	HOURS OFF	TÖTAL
Sunday	1/22/2012	0		0	0
Monday	1/23/2012	8.	00	0	9.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/CO	DMMENT
08:30 AM	04:30 PM	8.0 0	Normal Work Hours		
Tuesday	1/24/2012	8.	00	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/CO	OMMENT
08:30 AM	04:30 PM	8.00	Normal Work Hours		
Wednesday	1/25/2012	8.00		0	8.00
TIME IN	TIME OUT	HOURS	ТҮРЕ	REASON/CO	OMMENT
08:30 AM	04:30 PM	в.00	Normal Work Hours		
Thursday	1/26/2012	8.	00	G	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/CO	OMMENT
08:30 AM	04:30 PM	8.00	Normal Work Hours		
Friday	1/27/2012	8.	00	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/CO	OMMENT
08:30 AM	04:30 PM	8.00	Normal Work Hours		
Saturday	1/28/2012	0		0	0

Supervisor Comments

No Comments.



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Timesheet	History	Detai
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Time Sheet for: Joseph Militello - Week Ending: 2/4/2012

Amend Timesheet

DAY	DATE	н	OURS WORKEO	HOURS OFF	TOTAL
Sunday	1/29/2012	0		0	0
Monday	1/30/2012	8.	00	o	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/CO	4MENT
08:30 AM	04:30 PM	8.00	Normal Work Hours		
Tuesday	1/31/2012	8.	00	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/COM	MENT
08:30 AM	04:30 PM	8.00	Normal Work Hours	1	
Wednesday	2/1/2012	8.	00	0	8.00
TIME IN	TIME OUT	HOURS	ТУРЕ	REASON/COM	MENT
08:30 AM	04; 30 PM	8.00	Normal Work Hours	1	
Thursday	2/2/2012	8.	00	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/COM	MENT
08:30 AM	04:30 PM	8.00	Normal Work Hours	· [
Friday	2/3/2012	8.	00	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/COM	MENT
08:30 AM	04:3 0 PM	8.00	Normal Work Hours	i	
Saturday	2/4/2012	0		0	0

Supervisor	Comments
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No Comments.



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Timesheet History Detail

Time Sheet for: Joseph Militello - Week Ending: 2/11/2012

....Amend Timesheet

13

DAY	DATE	. Н	OURS WORKED	HOURS OFF	TOTAL
Sunday	2/\$/2012	. 0		0	0
Monday	2/6/2012	8,	.00	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/COM	MENT
08:30 AM	04:30 PM	8.00	Normal Work Hours		
Tuesday	2/7/2012	8,	.00	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/COM	1MENT
08:30 AM	04:30 PM	8.00	Normal Work Hours		
Wednesday	2/8/2012	8.	00	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/COM	IMENT
08:30 AM	0 4:30 PM	8.00	Normal Work Hours		
Thursday	2/9/2012	8.	00	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/COM	1MENT
08:30 AM	04:30 PM	8.00	Normal Work Hours		
Friday	2/10/2012	8,	00	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/COM	IMENT
08:30 AM	04:30 PM	8.00	Normal Work Hours	-	
Saturday	2/11/2012	0		0	0

Supervisor Comments

No Comments.



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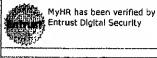
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Timesheet History Detail

Time Sheet for: Joseph Militello - Week Ending: 2/18/2012

Amend Timesheel

DAY	DATE	Н	OURS WORKED	HOURS OFF	TOTAL		
Sunday	2/12/2012	0		2/12/2012 0		0	0
Monday	2/13/2012	8	.00	0	8.00		
TIME IN	TIME OUT	HOURS	TYPE '	REASON/C	OMMENT		
08:30 AM	04:30 PM	8.00	Normal Work Hours				
Tuesday	2/14/2012	8	.00	0	8.00		
TIME IN	TIME OUT	HOURS	TYPE	REASON/C	COMMENT		
08:30 AM	04:30 PM	8.00	Normal Work Hours				
Wednesday	2/15/2012	8,	00	0	8.00		
TIME IN	TIME OUT	HOURS	TYPE	REASON/C	COMMENT		
08:30 AM	04:30 PM	8.00	Normal Work Hours				
Thursday	2/16/2012	8.	00	0	8.00		
TIME IN	TIME OUT	HOURS	TYPE	REASON/C	OMMENT		
08:30 AM	04:30 PM	8.00	Normal Work Hours				
Friday	2/17/2012	8,	00	0	8.00		
TIME IN	TIME OUT	HOURS	TYPE	REASON/C	OMMENT		
08:30 AM	04:30 PM	8.00	Normal Work Hours				
Saturday	2/18/2012	0		0	0		

Supervisor Comments .

No Comments.



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	Sheet for: Joseph	Militello - Weel	c Ending:	2/25/2	012			
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nployee Pay Stubs	DAY	DATE	но	urs wo	RKED	HOURS	OFF TOTA	L
anage Full Time Balance	A J	2//2/2012					_	
me Management Reports	Sunday	2/19/2012	0			a	O	
ကployee AWOL Hours ခြ	Monday	2/20/2012	0			0	. 0	
nployee Time Off Requests	Tuesday	2/21/2012	8.0	0		a	8.00	
utstanding Timesheets						v		
yroll Summary Report	TIME IN	TIME OUT	HOURS	TYPE	·	REA	SON/COMMENT	
ent Timesheet(s)	08:30 AM	04:30 PM	8.00	Normal	Work Hours	i		.
ime History Off Requests	Wednesday	2/22/2012	8.0			\ O	8.00	
loyee Overview	weunesuay	2) 22/ 2012						
oil Calendar	TIME IN	TIME OUT	HOURS	TYPE		REA	SON/COMMENT	
efits	08:30 AM	04:30 PM	8.00	Normal	Work Hours			
n Enrollment	Thursday	2/23/2012	0			8.00	8.00	
rity Choice								
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te a Charity	08:30 AM	04:30 PM	8.0	00	Sick Time	i		i .
act	Friday	2/24/2012	8.0	····	4. m m	0	8.00	
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e My Registrations e My Emails/Security	08:30 AM	04:30 PM	8.00	Normal	Work Hours			į
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is CENTER CONTROL ACTIO					Created		Date	
is CENTER CONTROL ACTIO	n Ited by System				Created Joseph f		Date 2/16/12	
is a Service Content of Content o		by Joseph Militello				Militello		

Department of Human Resources 1219 Ontario Street Suite 211 Cleveland, Ohio 44113 Phone: (216) 443-7190 · TTY: (216) 443-7002 · Fax: (216) 443-5858



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Time Sheet for: Joseph Militello - Week Ending: 3/3/2012

Amend Timesheet

DAY	DATE	н	OURS WORKED	HOURS OFF	TOTAL
Sunday	2/26/2012	a		0	0
Monday	2/27/2012	8.	00	0	8.00
TIME IN	TIME OUT	HOURS	ТҮРЕ	REASON/C	OMMENT
08:30 AM	04:30 PM	8.00	Normal Work Hours		
Tuesday	2/28/2012	8.	00	0	8,00
TIME IN	TIME OUT	HOURS	TYPE	REASON/C	OMMENT
0 8:30 AM	04:30 PM	8.00	Normal Work Hours		
Wednesday	2/29/2012	8.	00	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/C	OMMENT
08:30 AM	04:30 PM	8. 0 0	Normal Work Hours		
Thursday	3/1/2012	8.	00	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/C	OMMENT
08:30 AM	04:30 PM	8.00	Normal Work Hours		
Friday	3/2/2012	8,	00	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/C	OMMENT
08:30 AM	04:30 PM	8.00	Normal Work Hours		
Saturday	3/3/2012	0		0	0

Supervisor Comments

No Comments.



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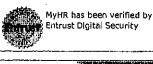
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Timesheet History Detail

Time Sheet for: Joseph Militello - Week Ending: 3/10/2012

Amend Timesheet

DAY	DATE	н	HOURS WORKED		TOTAL
Sunday .	3/4/2012	0		0	0
Monday	3/5/2012	8.	.00	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON	/COMMENT
08:30 AM	04:30 PM	8.00	Normal Work Hours		
Tuesday	3/6/2012	8.	.00	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON	/COMMENT
08:30 AM	04:30 PM	8.00	Normal Work Hours		
Wednesday	3/7/2012	8.	.00	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON,	/COMMENT
08:30 AM	04:30 PM	8.00	Normal Work Hours		
Thursday	3/8/2012	8.	00	0 '	8.00
. TIME IN	TIME OUT	HOURS	TYPE	REASON	COMMENT 1
08:30 AM	04:30 PM	8.00	Normal Work Hours	-	
Friday	3/9/2012	8.	00	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON	/COMMENT
08: 30 AM	04:30 PM	8.00	Normal Work Hours		
Saturday	3/10/2012	0		0	ο

Supervisor Comments

No Comments.

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Time Sheet for: Joseph Militello - Week Ending: 3/17/2012

Amend Timesheet

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DAY	DATE	HOURS WORKED		HOURS OFF	TOTAL
Sunday 3/11/2012		a		0	o
Monday	3/12/2012	8.	00	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/	COMMENT
08:30 AM	04:30 PM	8.00	Normal Work Hours		
Tuesday	3/13/2012	8.	00	o	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/	COMMENT
08:30 AM	04:30 PM	8.00	Normal Work Hours		
Wednesday	3/14/2012	8,	.00	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/	COMMENT
08:30 AM	04;30 PM	8.00	Normal Work Hours		
Thursday	3/15/2012	8.	00	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/	COMMENT
08:30 AM	04:30 PM	8.00	Normal Work Hours		
Friday	3/16/2012	8.	00	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/	COMMENT
08:30 AM	04:30 PM	8.00	Normal Work Hours		
Saturday	3/17/2012	0		0	0

Supervisor Comments

No Comments,



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Timesheet History Detail

Time Sheet for: Joseph Militello - Week Ending: 3/24/2012

Amend Timesheet was

59

DAY	DATE	HOURS WORKED		HOURS OFF	F TOTAL				
Sunday	3/18/2012 0		3/18/2012 0		3/18/2012 0		3/18/2012 0 0		. 0
Monday	3/19/2012	8	.00	o	8.00				
TIME IN	TIME OUT	HOURS	ТҮРЕ	REASON/CO	OMMENT				
08:30 AM	04:30 PM	8.00	Normal Work Hours						
Tuesday	3/20/2012	8.	.00	. 0	8.00				
TIME IN	TIME OUT	HOURS	ТҮРЕ	REASON/CO	DMMENT '				
08:30 AM	04:30 PM	8.00	Normal Work Hours						
Wednesday	3/21/2012	8.	00	0	8.00				
TIME IN	TIME OUT	HOURS	TYPE	REASON/CO	OMMENT				
08:30 AM	04:30 PM	8.00	Normal Work Hours						
Thursday	3/22/2012	8.	00	0	8.00				
TIME IN	TIME OUT	HOURS	TYPE	REASON/CO	OMMENT				
08:30 AM	04:30 PM	8.00	Normal Work Hours		-				
riday	3/23/2012	8.	00	0	8,00				
TIME IN	TIME OUT	HOURS	ТҮРЕ	REASON/CO	MMENT				
08:30 AM	04: 30 PM	8.00	Normal Work Hours						
Saturday	3/24/2012	0		0	0				

Supervisor Comments

No Comments.



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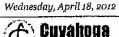
Time Sheet for: Joseph Militello - Week Ending: 3/31/2012

Amend Timesheet

DAY	DATE	HOURS W	ORKED	HOURS OFF	TOTAL
Sunday	3/25/2012	о .		o	<i>o</i> .
Monday	3/26/2012	0		8.00	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/COMME	NT
08:00 AM	04:00 PM	8.00	Vacation		
Tuesday	3/27/2012	o		8.00	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/COMME	NT
08:00 AM	04:00 PM	8.00	Vacation		
Wednesday	3/28/2012	0		8.00	8.00
TIME IN	TIME OUT	Hours	TYPE	REASON/COMME	NT
08:00 AM	04:00 PM	8.00	Vacation		
Thursday	3/29/2012	0		8.00	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/COMME	NT
08:00 AM	04:00 PM	8.00	Vacation		
Friday	3/30/2012	0		8.00	8.00
TIME IN	TIME OUT	HOURS	TYPE .	REASON/COMME	NT
08:00 AM	04:00 PM	8.00	Vacation		
Saturday	3/31/2012	0		0	0

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No Comments.





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Time Sheet for: Joseph Militello - Week Ending: 4/7/2012

Amend Timesheet

DAY	DATE	но	URS WORKED	HOURS OFF	TOTAL
Sunday	4/1/2012	0		0	0
Monday	4/2/2012	8.0	o	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/C	OMMENT
08:30 AM	04:30 PM	8.00	Normal Work Hours		
Tuesday	4/3/2012	8.0	0	0	8,00
TIME IN	TIME OUT	HOURS	TYPE	REASON/C	OMMENT
08:30 AM	0 4:30 PM	8.00	Normal Work Hours		
Wednesday	4/4/2012	8.0	0	0	8.00
TIME IN	TIME OUT	HOURS	ТҮРЕ	REASON/C	OMMENT
08:30 AM	04:30 PM	8.00	Normal Work Hours		
Thursday	4/5/2012	8.0	0	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/C	OMMENT
08:30 AM	04:30 PM	8.00	Normal Work Hours		
Friday	4/6/2012	8.0	0	0	8.00
TIME IN	TIME OUT	HOURS	ТҮРЕ	REASON/C	OMMENT
08:30 AM	04:30 PM	8.00	Normal Work Hours		
Saturday	4/7/2012	0		0	0

Supervisor (Comments
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No Comments.





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Time Sheet for: Joseph Militello - Week Ending: 4/14/2012

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OAY	OATE	H	DURS WORKED	HOURS OFF	TOTAL
Sunday	4/8/2012	0		0	0
Monday	4/9/2012	8.	00	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/	COMMENT
08:30 AM	04:30 PM	8.00	Normal Work Hours		
Tuesday	4/10/2012	8,	00	. 0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/	COMMENT
08:30 AM	04:30 PM	8.00	Normal Work Hours		
Wednesday	4/11/2012	8.	00	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/	COMMENT
08:30 AM	04:30 PM	8.00	Normal Work Hours		
Thursday	4/12/2012	8.	00	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/	COMMENT
08:30 AM	04:30 PM	8.00	Normal Work Hours	1	
Friday	4/13/2012	8.	00	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/	COMMENT
09:00 AM	05:00 PM	8.00	Normal Work Hours		
Saturday	4/14/2012			0	0

Supervisor i	Comments	

No Comments.





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Timesheet	Approval	Page

Employee Information

Employee Name: Joseph Militello

Work Schedule Code: FLEX

Work Schedule: 8:00 AM to 4:00 PM

Balances as of: 04/21/2012

Vacation Hour Balance: 6.6000

Comp/ET Hour Balance: 0.0000

Sick Hour Balance: 125.4500

FMLA Hour Balance: 480.0000

Command Hour Balance: 0.0000

Furlough Hour Balance: 0.0000

Time Sheet for: Joseph Militello - Week Ending: 4/21/2012

DAY	DATE	н	OURS WO	RKED	HOUF	S OFF	HOLIDAY	TOTAL
Sunday	4/15/201	2 0			0		0	0
Monday	4/16/201	2 0			8.00		0 .	8.00
REJECT	TIME IN	TIME OUT	но	URS	TYPE	REASO	N/COMMENT	PAGER
	08:30 AM	04:30 PM	1 8.0	20	Sick Time	sick o	ff	
Tuesday	4/17/201	2 0			8,00		0	8.00
REJECT	TIME IN	TIME OUT	но	URS	TYPE	REASO	N/COMMENT	PAGER
	08:30 AM	04:30 PM	f 8.0	00	Sick Time	sick o	ff	
Wednesday	4/18/201	2 0			8.00		. 0	8.00
REJECT	TIME IN	TIME OUT	НО	URS	TYPE	REASO	N/COMMENT	PAGER
	08:30 AM	04:30 PA	1 8.0	00	Sick Time	sick o	ff	
Thursday	4/19/201	2 8	.00		0		0	8.00
REJECT	TIME IN TI	ME OUT	HOURS	TYPE		REA	SON/COMMENT	PAGER
	08:30 AM 04	1:30 PM	8.00	Normal	Work Hours			
Friday	4/20/201	2 0			8.00	,	0	8.00
REJECT	TIME IN	TIME OUT	HOUR	S TY	PE	REASON	I/COMMENT	PAGER
· [[]	08:30 AM	04:30 PM	8.00	FM	1LA - Sick	sick		
Saturday	4/21/201	2 0			0		0	0
Totals		8.	.00		32.00	1	0.00	40.00

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Time Sheet for: Joseph Militello - Week Ending: 4/28/2012

Amend-Timesheet.

DAY	DATE	H	DURS WORKED	HOURS OFF	TOTAL
Sunday	4/22/2012	0		o	0
Monday	4/23/2012	. 8.	00	o	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/COM	IMENT
08:30 AM	04:30 PM	8.00	Normal Work Hours		
Tuesday	4/24/2012	8.	00	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/COM	IMENT
08:30 AM	04:30 PM	8.00	Normal Work Hours		
Wednesday	4/25/2012	8.	00	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/COM	IMENT
09:00 AM	05:00 PM	8.00	Normal Work Hours		
Thursday	4/26/2012	8.	00	0	8.00
TIME IN	TIME OUT	HOURS	TYPE	REASON/COM	MENT
09:00 AM	05:00 PM	8.00	Normal Work Hours		
Friday	4/27/2012	8.4	00	0	8.00
TIME IN	TIME OUT	Hours	TYPE	REASON/COM	MENT
09:00 AM	05:00 PM	8.00	Normal Work Hours		<u></u>
Saturday	4/28/2012	0		0	0

Supervisor	Comments

No Comments.



CARD ACTIVITY REPORT

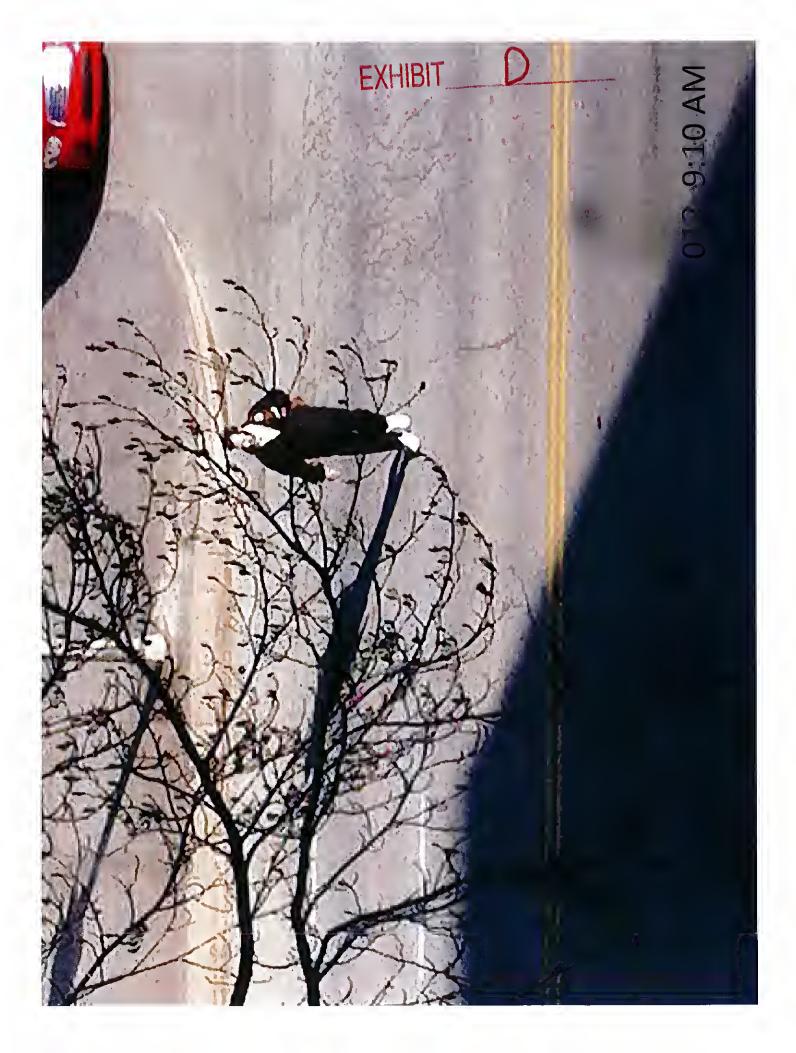
Card Number 316189

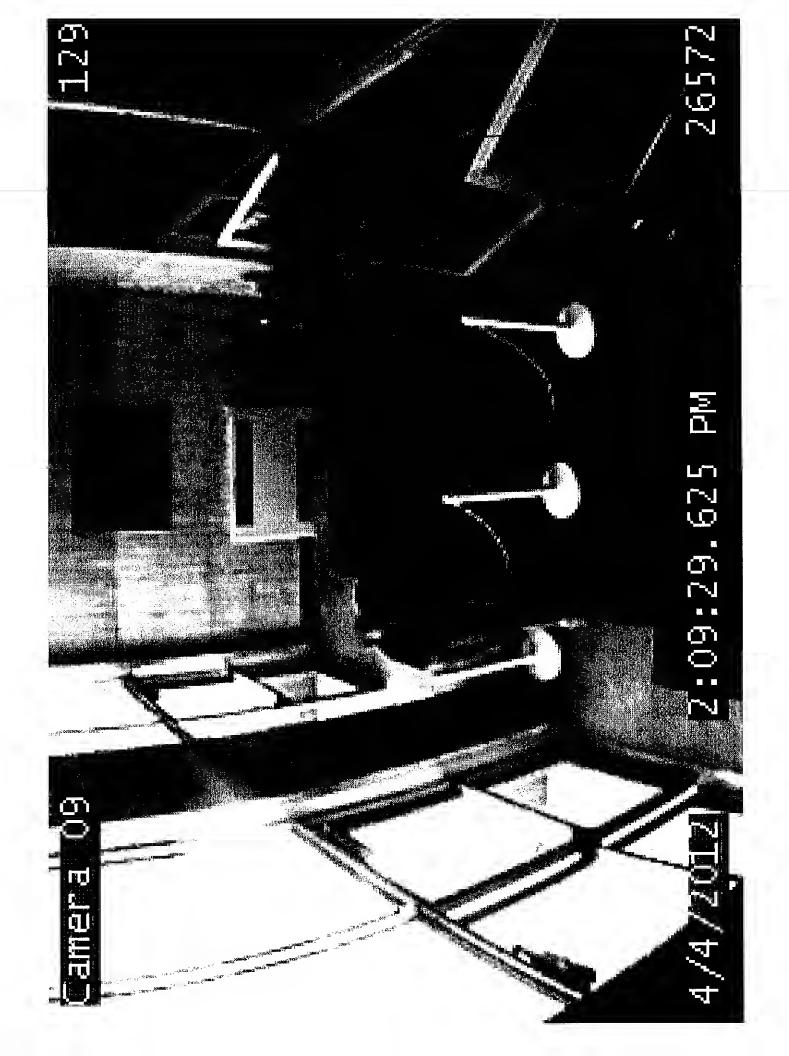
Card Num Date And Time	Card Direction	ı First Name	Last Name	Reader	Access Type
316189 01/09/2012 08:24:35	ln	JOSEPH	MILITELLO	Lakeside Lane 7	
316189 01/09/2012 16:33:28	Out	JOSEPH	MILITELLO	W. 3rd Lane 3	
316189 01/10/2012 08:29:12	1n	JOSEPH	MILITELLO	Lakeside Lane 7	
316189 01/11/2012 16:09:47	Out	JOSEPH	MILITELLO	W. 3rd Lane 3	
316189 01/10/2012 16:38:41	Out	JOSEPH	MILITELLO	W. 3rd Lane 3	
316189 01/11/2012 08:34:18	In	JOSEPH	MILITELLO	Lakeside Lane 7	
316189 01/17/2012 08:45:17	In	JOSEPH	MILITELLO	Lakeside Lane 7	
316189 01/17/2012 16:16:38	Out	JOSEPH	MILITELLO	W. 3rd Lane 3	
316189 01/18/2012 08:55:44	ln	JOSEPH	MILITELLO	Lakeside Lane 7	
316189 01/18/2012 16:32:25	Out	JOSEPH	MILITELLO	W, 3rd Lane 3	
316189 01/19/2012 08:37:25	ln	JOSEPH	MILITELLO	Lakeside Lane 7	
316189 01/19/2012 15:10:21	Out	JOSEPH	MILITELLO	W. 3rd Lane 3	
316189 01/20/2012 08:30:21	1n	JOSEPH	MILITELLO	Lakeside Lane 7	
316189 01/20/2012 12:39:01	Out	JOSEPH	MILITELLO	W. 3rd Lane 3	
316189 01/23/2012 08:49:52	1n	JOSEPH	MILITELLO	Lakeside Lane 7	
316189 01/23/2012 16:24:50	Out	JOSEPH	MILITELLO	W. 3rd Lane 3	
316189 01/25/2012 08:27:13	1n	JOSEPH	MILITELLO	Lakeside Lane 7	
316189 01/25/2012 15:37:21	Out	JOSEPH	MILITELLO	W. 3rd Lane 3	
316189 01/26/2012 08:30:19	In	JOSEPH	MILITELLO	Lakeside Lane 7	
316189 01/26/2012 16:39;37	Out	JOSEPH	MILITELLO	W. 3rd Lane 3	
316189 01/27/2012 08:51:35	ln	JOSEPH	MILITELLO	Lakeside Lane 7	
316189 01/27/2012 16:43:20	Out	JOSEPH	MILITELLO	W. 3rd Lane 3	
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316189 01/31/2012 16:39:59	Out	JOSEPH	MILITELLO	W. 3rd Lane 3	
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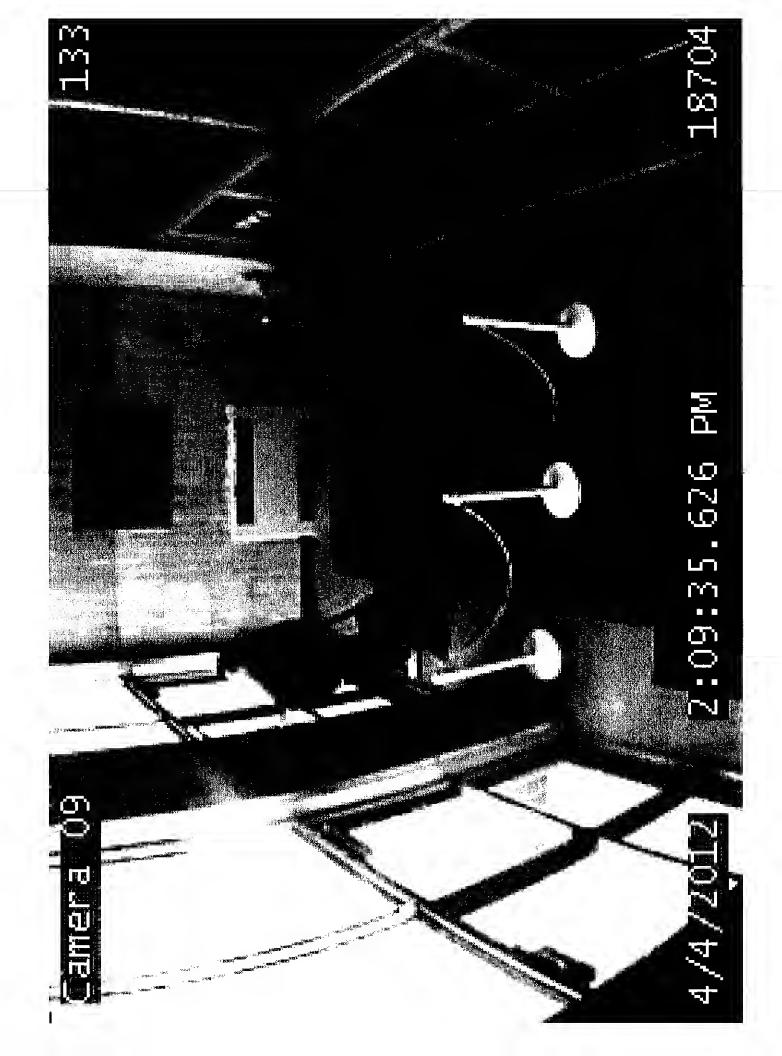
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316189 02/10/2012	15:30:44	Out	JOSEPH	MILITELLO	W. 3rd Lane 3
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316189 02/28/2012	16:49:22	Out	JOSEPH	MILITELLO	W. 3rd Lane 3
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316189 03/01/2012	08:23:10	1n	JOSEPH	MILITELLO	Lakeside Lane 7
316189 03/01/2012	16:44:43	Out	JOSEPH	MILITELLO	W. 3rd Lane 3
316189 03/02/2012	08:24:57	ln	JO SEPH	MILITELLO	Lakeside Lane 7
316189 03/02/2012	15:08:32	Out	JOSEPH	MILITELLO	W. 3rd Lane 3
316189 03/05/2012	08:27:58	ln	JOSEPH	MILITELLO	Lakeside Lane 7
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316189 03/07/2012	16:40:20	Out	JOSEPH	MILITELLO	W. 3rd Lane 3
316189 03/08/2012	08:26:18	ln .	JOSEPH	MILITELLO	Lakeside Lane 7
316189 03/08/2012	16:35:10	Out	JOSEPH	MILITELLO	W. 3rd Lane 3
316189 03/09/2012	08:40:09	ln	JOSEPH	MILITELLO	Lakeside Lane 7
316189 03/09/2012	13:33:16	Out	JOSEPH	MILITELLO	W. 3rd Lane 3
316189 03/12/2012	08:25:05	ln .	JOSEPH	MILITELLO	Lakeside Lane 7
316189 03/12/2012	15:59:47	Out	JOSEPH	MILITELLO	W. 3rd Lane 3
316189 03/14/2012	08:17:52	1n	JOSEPH	MILITELLO	Lakeside Lane 7
316189 03/14/2012	16:34:50	Out	JOSEPH	MILITELLO	W. 3rd Lane 3
316189 03/15/2012	08:37:05	1n	JOSEPH	MILITELLO	Lakeside Lane 7
316189 03/15/2012	15:01:50	Out	JOSEPH	MILITELLO	W. 3rd Lane 3
316189 03/16/2012	08:46:15	1n	JOSEPH	MILITELLO	Lakeside Lane 7
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316189 03/20/2012		Out	JOSEPH	MILITELLO	W. 3rd Lane 3
316189 03/21/2012		ln	JOSEPH	MILITELLO	Lakeside Lane 7
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316189 03/22/2012	08:29:28	ln	JOSEPH	MILITELLO	Lakeside Lane 7

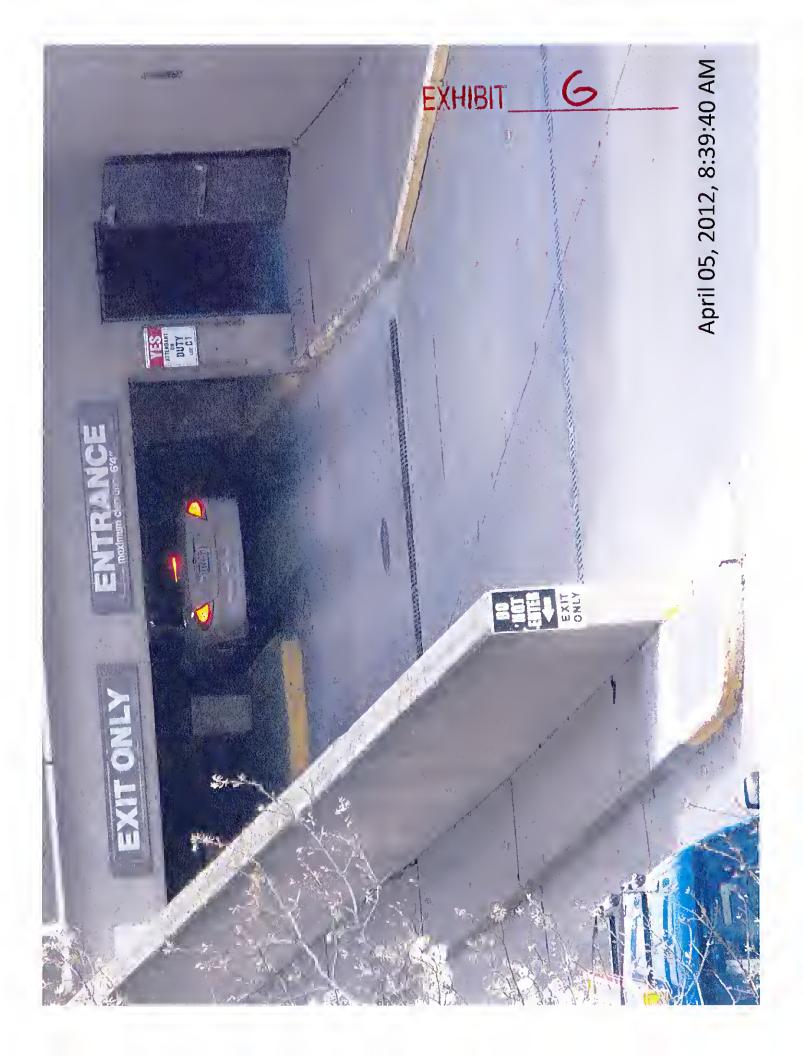
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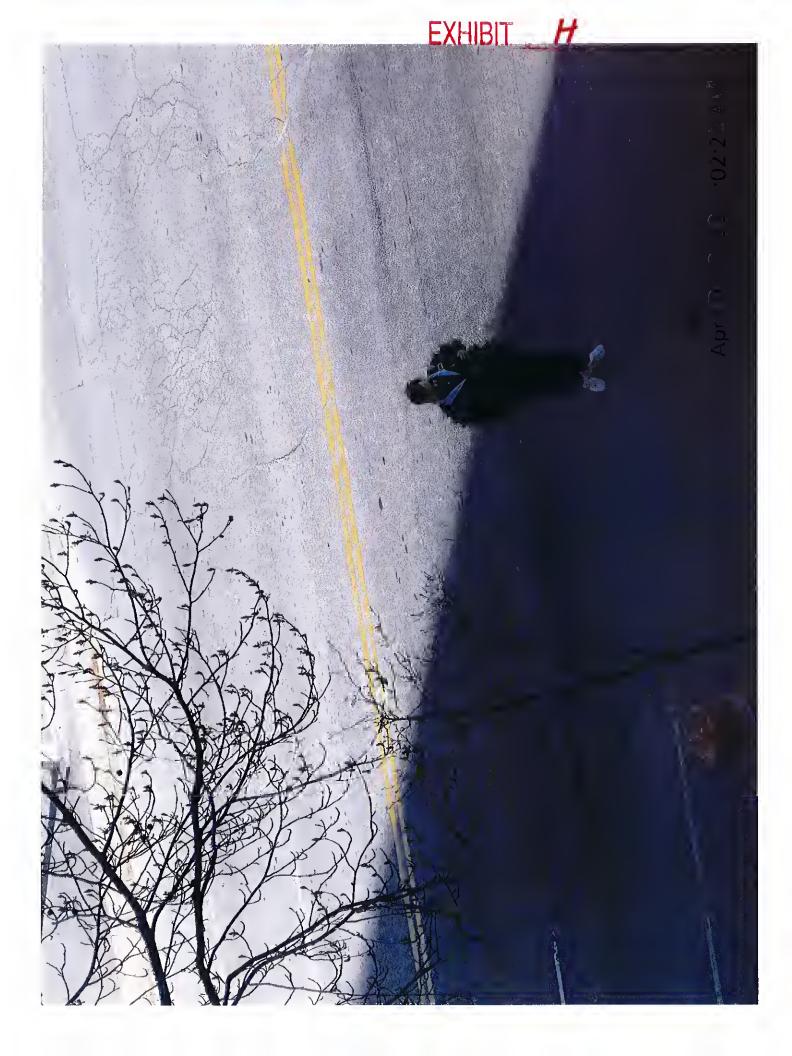
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١	lo Swipes 3/25/12	to 3/31/12					
	316189 04/03/2012 316189 04/03/2012 316189 04/04/2012 316189 04/04/2012	16:54:26 08:45:33	In Out In Out	JOSEPH JOSEPH JOSEPH JOSEPH	MILITELLO MILITELLO MILITELLO MILITELLO	Lakeside Lane 7 W. 3rd Lane 3 Lakeside Lane 7 Lakeside Lane 6	Valid Access Valid Access Valid Access Valid Access
	316189 04/05/2012 316189 04/05/2012 316189 04/06/2012 316189 04/06/2012	16:39:48 08:45:40	In Out In Out	JOSEPH JOSEPH JOSEPH JOSEPH	MILITELLO MILITELLO MILITELLO MILITELLO	Lakeside Lane 7 W. 3rd Lane 3 Lakeside Lane 7 W. 3rd Lane 3	Valid Access Valid Access Valid Access Valid Access
	316189 04/10/2012 316189 04/10/2012 316189 04/12/2012 316189 04/12/2012 316189 04/13/2012 316189 04/13/2012	16:57:26 08:45:14 17:02:47 08:57:43	In Out In Out In Out Out Out	JOSEPH JOSEPH JOSEPH JOSEPH JOSEPH JOSEPH	MILITELLO MILITELLO MILITELLO MILITELLO MILITELLO MILITELLO	Lakeside Lane 7 W. 3rd Lane 3 Lakeside Lane 7 W. 3rd Lane 3 Lakeside Lane 7 W. 3rd Lane 3	Valid Access Valid Access Valid Access Valid Access Valid Access Valid Access
	316189 04/19/2012 316189 04/19/2012		In Out	JOSEPH JOSEPH	MILITELLO MILITELLO	Lakeside Lane 7 W. 3rd Lane 3	Valid Access Valid Access
	316189 04/23/2012 316189 04/23/2012 316189 04/23/2012 316189 04/23/2012 316189 04/24/2012 316189 04/24/2012 316189 04/25/2012 316189 04/25/2012 316189 04/26/2012 316189 04/26/2012	I6:33:36 I6:36:29 I6:39:51 08:55:05 I6:55:21 08:49:42 I6:55:47 09:09:I1	In Out In Out In Out In Out In Out In Out Out	JOSEPH	MILITELLO	Lakeside Lane 7 Lakeside Lane 6 Lakeside Lane 7 W. 3rd Lane 3	Valid Access
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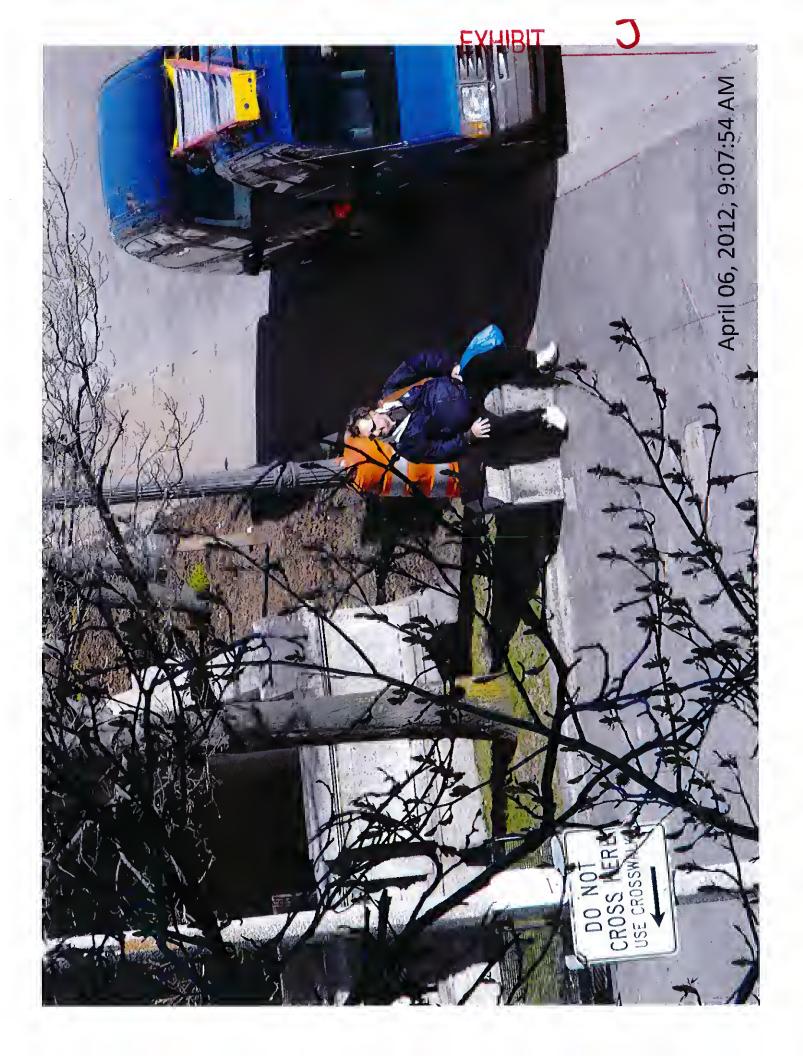




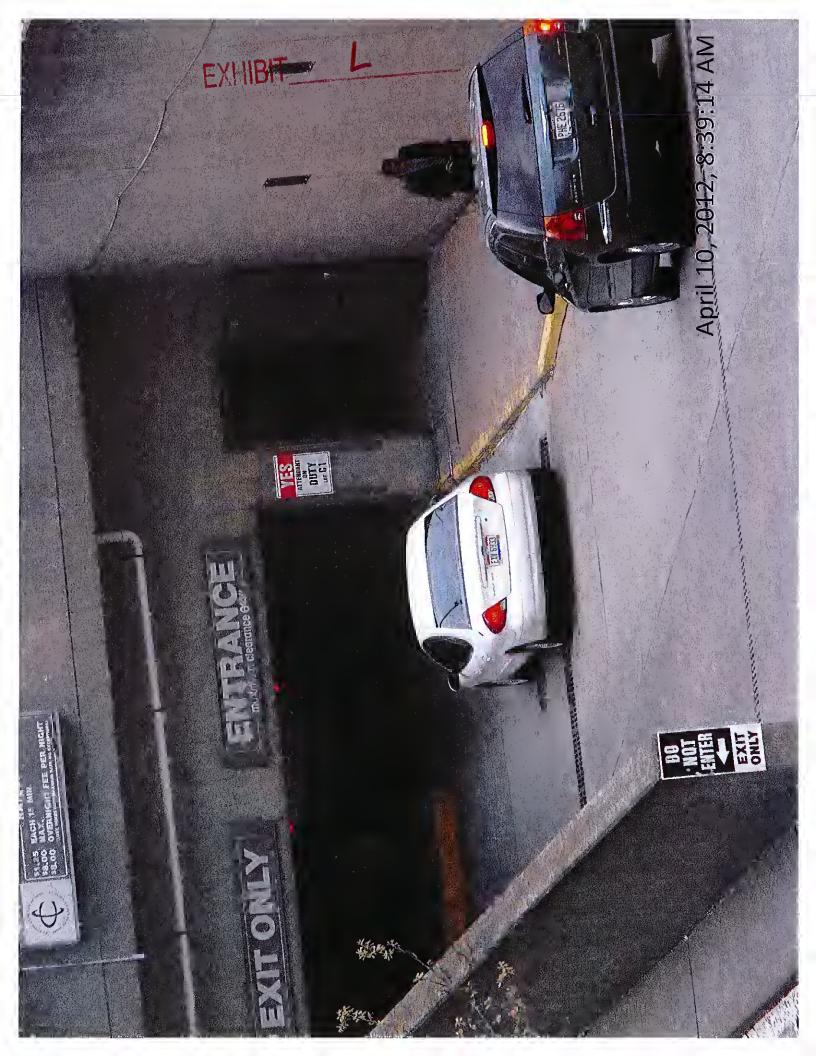


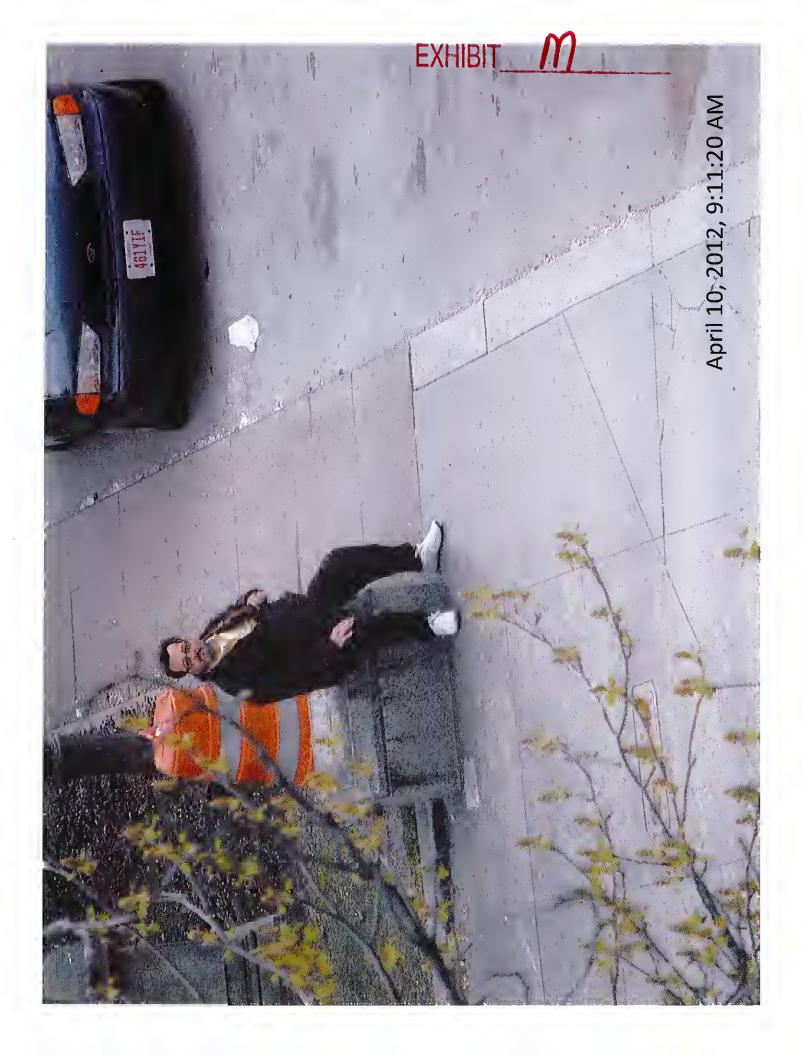


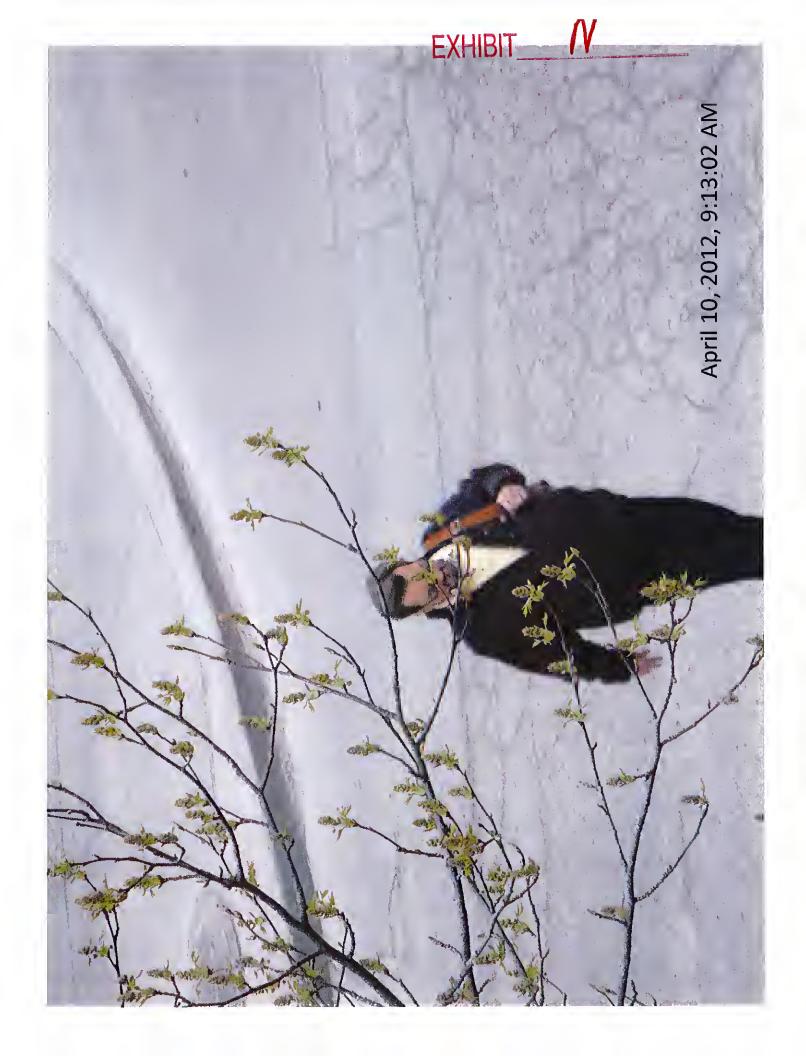


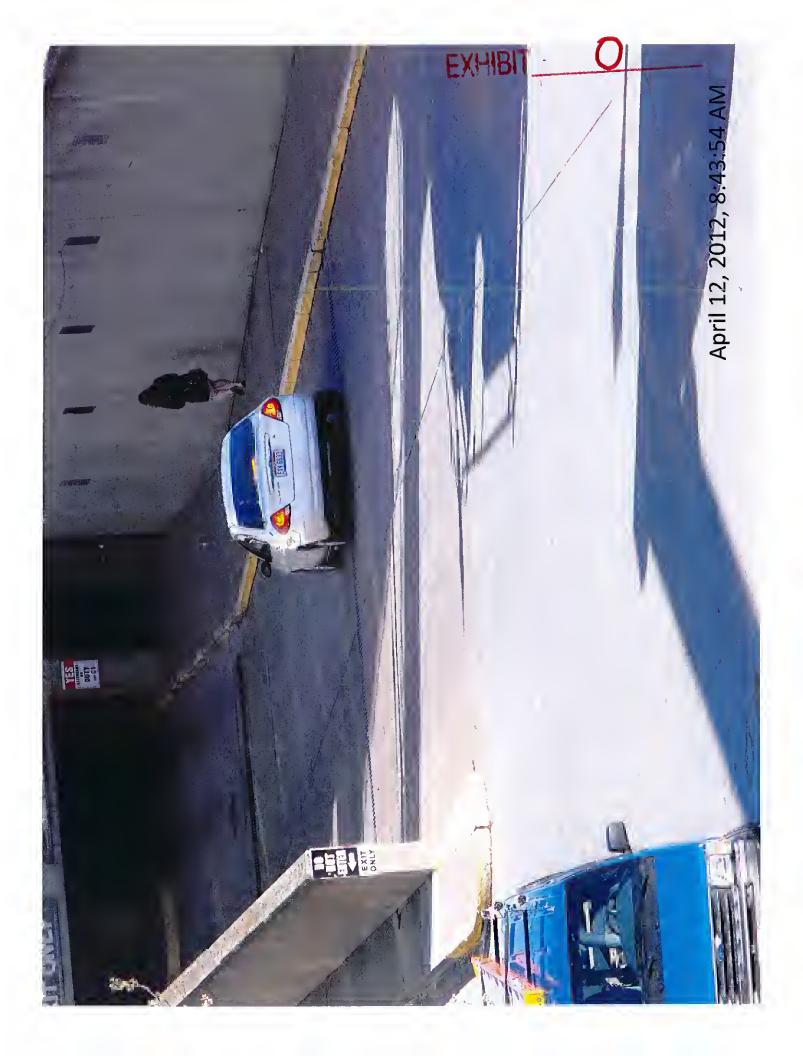






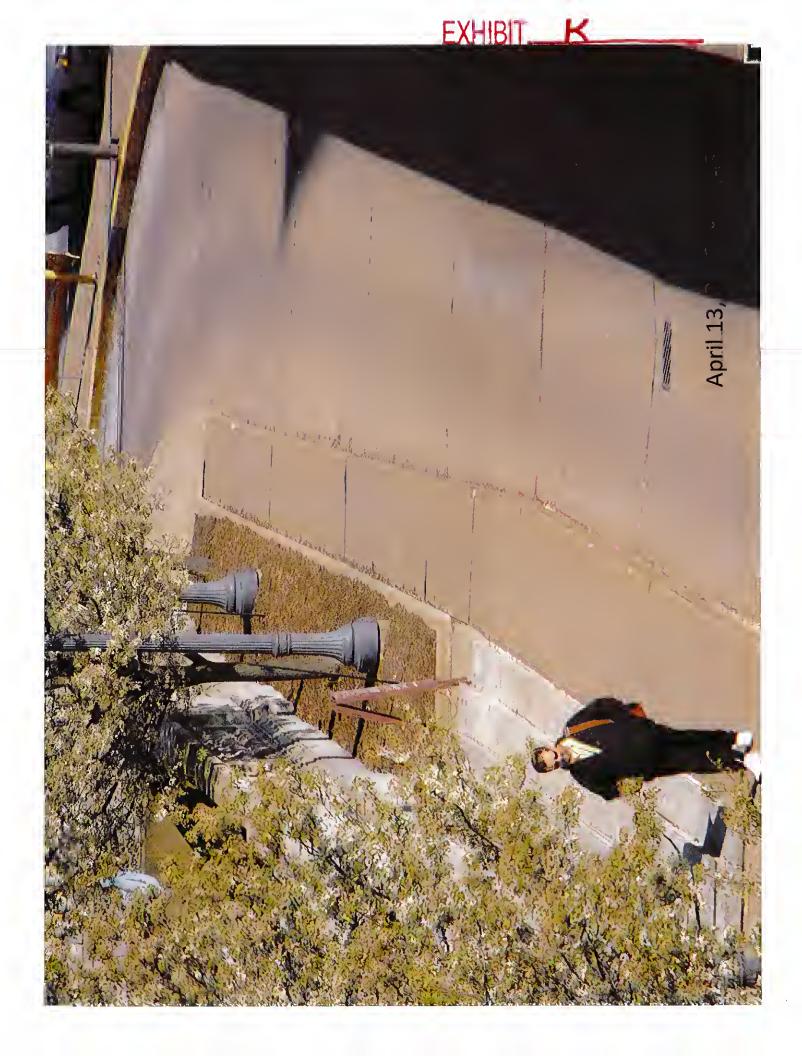


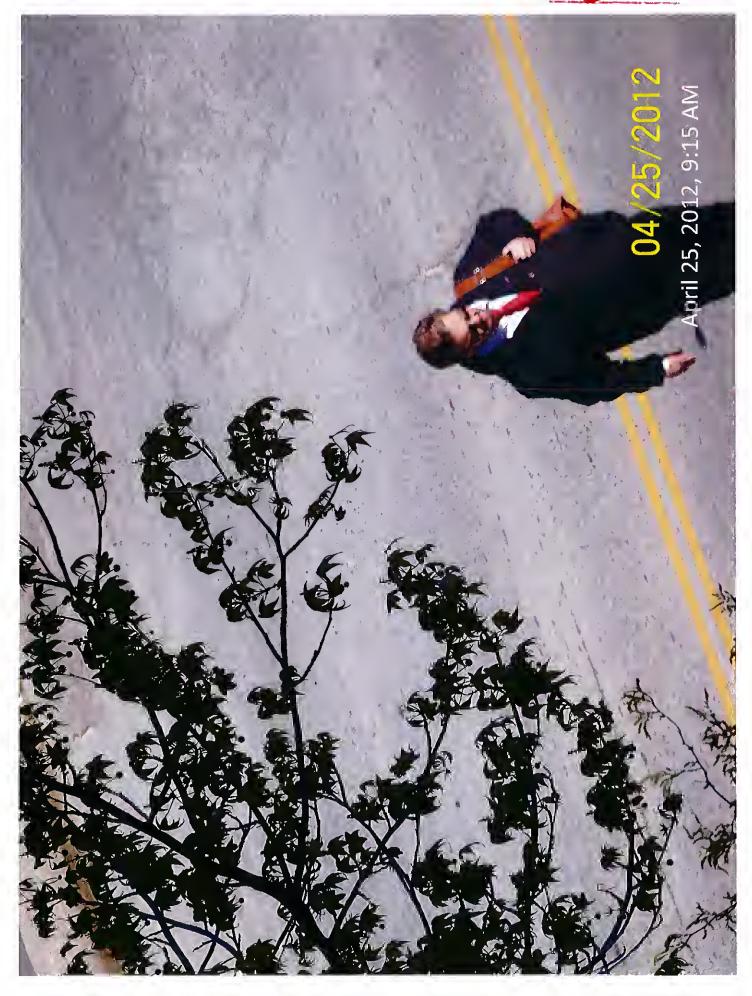


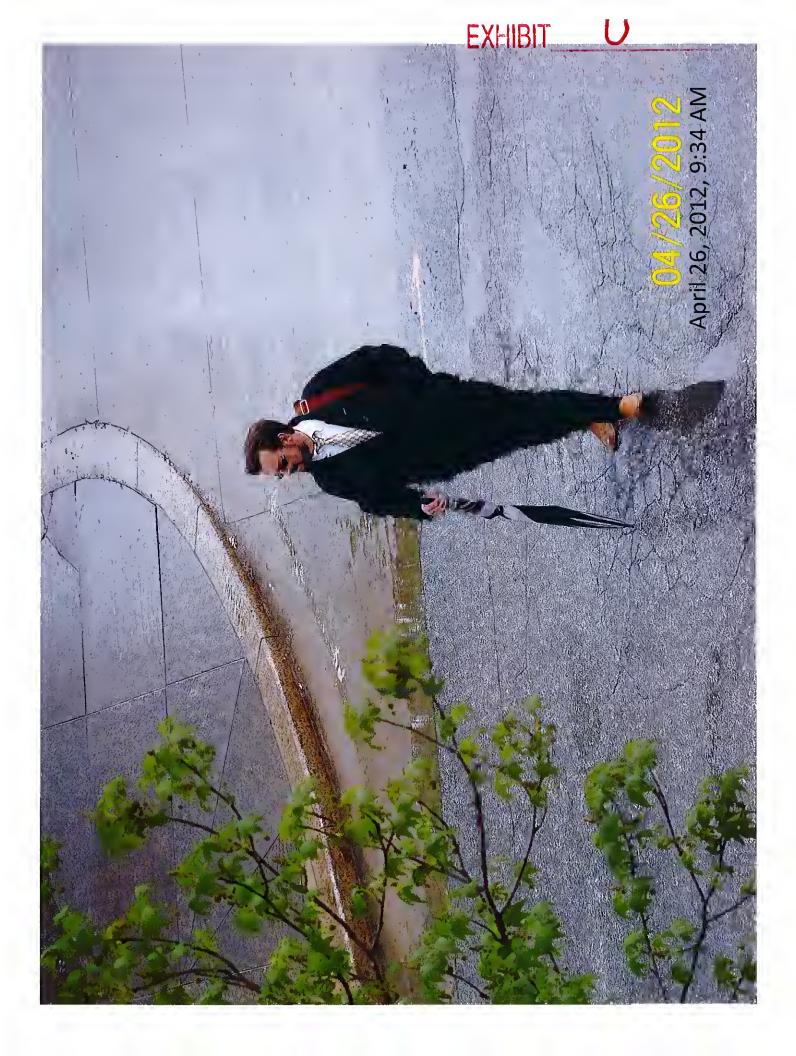
















CUYAHOGA COUNTY PERFORMANCE APPRAISAL FOR ALL EMPLOYEES

Name Joe Militello

Department Board of Revision

Classification Administrative Assistant

Review Date January 26, 2012

Supervisor Name

Kathryn Maher

This appraisal is for performance from

January 1, 2011

to December 31, 2011

PERFORMANCE APPRAISAL SYSTEM

The series of improvement; either to meet or exceed expectations, and list specific developmental activities (including on-the-job training or formal training) the employee can take to improve his/her performance.

FACTORS AND DEFINITIONS	
KNOWLEDGE OF JOB	
Technical	
Knows skills, procedures, codes, safety regulations, etc., needed to complete job tasks.	3
Knows how the work fits into department and how job affects others.	3
Knows how to work with others; knows who to work with and what information to share.	3
AVERAGE FACTOR RATING	3.00
QUALITY OF WORK	
Clear and In Good Order	
Legible, organized, according to required or planned steps.	3
Produces correct amounts, calculations, spelling, measurements, etc., and has no missing or	3
misleading parts of information.	3
Meets Quality Goals/Standards Coals or and regults are mot and the standards for quality are met	3
Goals or end results are met and the standards for quality are met. AVERAGE FACTOR RATING	3.00
AVERAGETACTOR NATING	3.00
QUANTITY OF WORK	
Technical	
Completes work assigned; produces expected amount of work.	3
Conceptual	2
Shows that work assignments are understood; knows when goals are met.	3
Interpersonal	2
Knows when to work with others to successfully complete and assignment.	3
AVERAGE FACTOR RATING	3.00
DEPENDABILITY	
Reliable in Doing Work	
Completes work according to procedures, guidelines and goals given.	3
Watched Over or Directed	
Takes responsibility for completing work.	3
Deadlines/Schedules	
Works towards set deadlines and schedules.	3
AVERAGE FACTOR RATING	3.00
NITIATIVE AND ATTITUDE	
Anticipates Work	
Knows what needs to be done next to do the job.	3
Starts Work	
Begins work without waiting to be told to start.	3
Attitude	
Shows interest in work; does not complain about work.	3

 AVERAGE FACTOR RATING	3.00
TOTAL of all factor ratings on this page	15.00

FACTORS AND DEFINITIONS	
JUDGEMENT	
Routine	
Follows correct procedures.	3
Non-Routine	
Chooses correct procedure to follow; identifies alternatives to solve problems; chooses best	3
Consequences	
Looks at pros, cons, and impact of decisions before making a decision.	3
AVERAGE FACTOR RATING	3.00
COOPERATION	
Instruction/Direction	
Listens to instructions and tries to do the work as directed.	3
Unpleasant Tasks	
Willingness to do tasks that are difficult, cause problems or are uninteresting.	3
Trice head to not the job done	3
Tries hard to get the job done.	
AVERAGE FACTOR RATING	3.00
RELATIONSHIPS WITH OTHERS	
Supervisor	
Shares information and keeps supervisor informed of work status.	3
Co-Workers	
Shares information, works together, and gets along with others in work unit.	3
Customers/Public	
Shares information, assists, and provides good services to customers/public.	3
AVERAGE FACTOR RATING	3.00
COORDINATION OF WORK	
Plans/Organizes	
Estimates time job will take and schedules work realistically.	3
Work Repetition	
Avoids having to repeat a procedure or a task to get the job done.	3
Use of Resources	
Uses supplies, materials, equipment, and/or work time efficiently.	3
AVERAGE FACTOR RATING	3.00
WORKPLACE	
Workplace Environment	
Keeps work area, work files, and related data organized.	3
Personal Appearance	
Maintains appropriate appearance for the job.	3
Security and Safety Rules	<u> </u>
Follows rules and procedures for personal security, workplace machinery, and equipment.	3
AVERAGE FACTOR RATING	3.00

TOTAL of all factor ratings on this page ____

15.00

FACTORS AND DEFINITIONS FOR SUPERVISORS ONLY	
STAFFING	
Selecting	
Hires or recommendations for hire.	
Developing	
Identifies and provides training - both on-the-job and formal - to employees.	
Matching	
Makes assignments to employees who are best suited to accomplish job/tasks.	
AVERAGE FACTOR RATING	#DIV/0!
LEADING	
Guiding/Influencing	
Communicates goals and expectations; sets a good example in own work.	
Confidence Building Gives feedback on satisfactory performance and praises outstanding performance.	
Disciplining Employees	
Gives feedback on unsatisfactory performance and follows discipline policy.	
AVERAGE FACTOR RATING	#DIV/0!
DELEGATING	
Detailing Assignments	
Answers who, what, when, where and why when assigning tasks.	
Delegates	
When possible, assigns work to staff to meet goals and objectives to promote employee growth.	
Judge of Potential	
Delegates tasks that challenge and influence employees; gives training if necessary.	
AVERAGE FACTOR RATING	#DIV/0!
DECISION MAKING	
Best Course of Action	
Chooses solutions that meet end results, minimizes problems, and allocates resources wisely.	<u></u>
mplements Decisions	
Does work or makes assignments to do work without delay.	
Makes Decisions Analytically	
dentifies alternatives, pros, and cons, and makes decisions based on facts.	
AVERAGE FACTOR RATING	#DIV/0!
EMPLOYEE RELATIONS	
Respect	
Staff looks to supervisor for guidance, help and feedback; acknowledges supervisor as leader.	
Support/Effort	
staff accepts assignments and is motivated to meet expectations of supervisor.	
nteracts/Communicates	
Maintains open communications with staff; has good rapport with staff.	N= === / 0 A
AVERAGE FACTOR RATING	#DIV/0!
POLICY IMPLEMENTATION	
Policy Goals	
follows policies to meet job goals and objectives in supervising, completing work, making decisions	
Inderstands Policies/Procedures	
(nows policies, procedures, standards, and follows them.	
ob Authority	
Accepts authority delegated: knows when to act and when to get approval.	

AVERAGE FACTOR RATING

#DIV/0!

TOTAL of all factor ratings on this page

#DIV/0!

RATING COMMEN	118:	
	to detail and tenacious nature a	

EMPLOYEE:

WRITTEN STATEMENT

Please acknowledge that this performance appraisal has been reviewed with you by signing your name and indicating the date of the review in the spaces below.

Also, indicate whether you intend to submit a written statement (due within 10 days from the date of your review) for a rating or comments in which there were significant disagreements between you and your supervisor.

CALCULATION OF OVERALL RATING

The overall rating for a non-supervisory employee is calculated by adding the total of "Average Factor Ratings" and dividing this number by the total number of factors (10).

THE OVERALL RATING:

3.00

CALCULATION OF OVERALL RATING FOR SUPERVISORY EMPLOYEES

The overall rating for a supervisory employee is calculated by adding the total of "Average Factor Ratings" from all 3 pages, and dividing this total by the number of factors (16).

THE OVERALL RATING:

#DIV/0!